



**King County**

# King County Employee Survey - 2012

***Department Results and Analysis***  
*Department of Judicial Administration*



***Prepared by Communication Resources Northwest***

# KING COUNTY EMPLOYEE SURVEY – 2012

## Department Results and Analysis

### Department of Judicial Administration

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## Summary

In March 2012, King County conducted its second survey of County employee perceptions. This survey gathered data from employees across a broad range of categories, including: overall satisfaction, characteristics of the work environment, performance feedback, supervision and management, and communication. In addition, the survey requested information about preferred methods of internal communication and familiarity with various organizational initiatives.

This report summarizes the findings for the Department of Judicial Administration (DJA) from the 2012 survey, providing interpretation and analysis across the complete set of categories measured. The report also compares results with the 2009 employee survey data. Additionally, demographic results are reported to further understand key aspects of work as they differ across key employee characteristics. This may help DJA as they target their responses to these data.

## Key Findings

- DJA employees report slightly more positive perceptions of their department and of the County than do employees from other King County departments overall. They are more satisfied with their jobs in 2012 than they were in 2009.
- DJA employees are largely proud to work for King County and would recommend it as a good place to work.
- Most DJA employees received a performance appraisal in the past year. Interestingly, DJA employees also report higher satisfaction with both the supervision they receive and performance communication.
- DJA employees are highly engaged. They are both strongly identified with their department and feel their work contributes to the success the County. They feel connected to the mission and goals of their department and that their work advances those goals. However, they feel less connected to the overall mission and values of the larger King County organization.
- Though many DJA employees feel overloaded, the higher scores for feeling adequately resourced and their strong positive perceptions of personal control and influence over their work likely contribute to the very high employee engagement and job satisfaction scores for this department.
- Employees are largely very satisfied with the supervision they receive. Further, though they are less positive about management, these scores are also higher than those reported from other departments. Less positive perceptions of DJA as either collaborative or fair and just should be discussed further among DJA leaders.
- DJA employees feel very positive about their department's focus on customers and customer service. They report extremely high scores for questions regarding how the department responds to customer needs and maintains a customer-service focus.
- While scores are higher for DJA than for King County overall, areas for potential improvement appear to be in teamwork and collaboration both within DJA and with other departments.

## Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

### INTERPRETATION OF SCORES

4.0 –5.0:	Positive
3.0 –3.9	Somewhat Positive
2.0 –2.9:	Somewhat Negative
1.0 –1.9:	Negative

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

## Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures<sup>1</sup>. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.

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<sup>1</sup> Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.

- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.
- **Tools and Resources** measured the extent to which an employee feels that they have both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.

## Understanding the Employee Experience

These “composite” measures enable a clearer understanding of the broad range of employee responses in aggregate and across different demographics. DJA scores are higher than King County overall scores in every area measured in the study.

STUDY MEASURE	OVERALL AVERAGE	DJA AVERAGE
Organizational Identification	4.09	4.25
Personal Capabilities	3.87	4.01
Customer Service	3.80	3.89
Mission and Goals	3.76	3.91
Professional Development	3.68	3.85
Respect	3.66	3.87
Employee Engagement	3.59	3.79
Tools and Resources	3.51	3.83
Teamwork	3.48	3.75
Supervision	3.42	3.84
Guiding Principles	3.41	3.66
Performance Communication	3.36	3.70
Continuous Improvement	3.14	3.49
Management	3.00	3.35

Larger positive differences can be seen in perceptions of performance communication and supervision.

DJA personnel are extremely positive about organizational identification and their personal capabilities. They also largely feel very positive about the customer service focus of their organization. They are, however, more moderate in their perceptions of management and continuous improvement.

## Survey Design

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with '1' being low and '5' being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual's responses; rather, they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

### DEMOGRAPHIC "SPLITS"

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

### SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

### QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.

## Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

### DJA SURVEY RESPONSES

DJA Employees: 198  
DJA Surveys Received: 156  
DJA Response Rate: 79%

DJA received 156 surveys for an overall response rate of 79%. This response rate is higher than the rate received from most other departments and provides high confidence in the results.

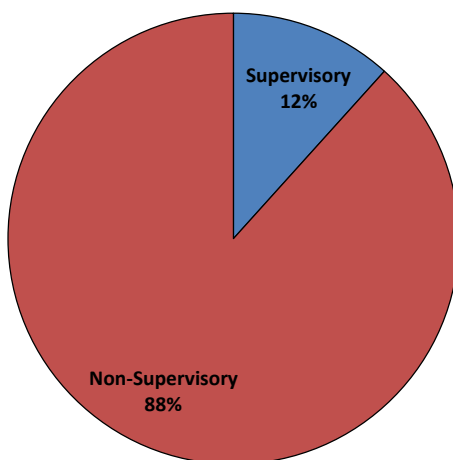
### MISSING DATA

Depending on the question, DJA employees provided information on most questions. Missing data accounted for between 1 and 20% of responses, with an average missing data rate of approximately 10%.

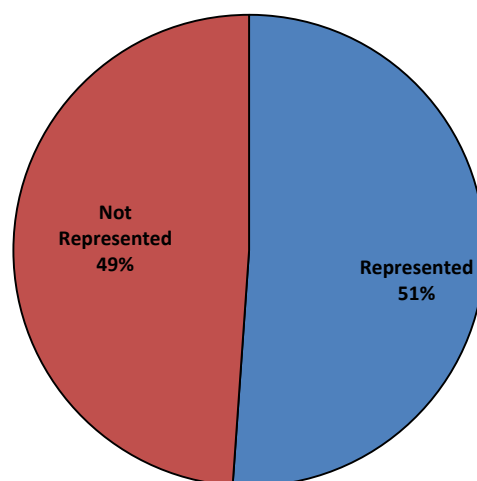
### RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

Following are pie charts that describe the make-up of survey respondents.

**PERCENT OF TOTAL RESPONSES  
BY SUPERVISING ROLE**



**PERCENT OF TOTAL RESPONSES  
BY UNION REPRESENTATION**



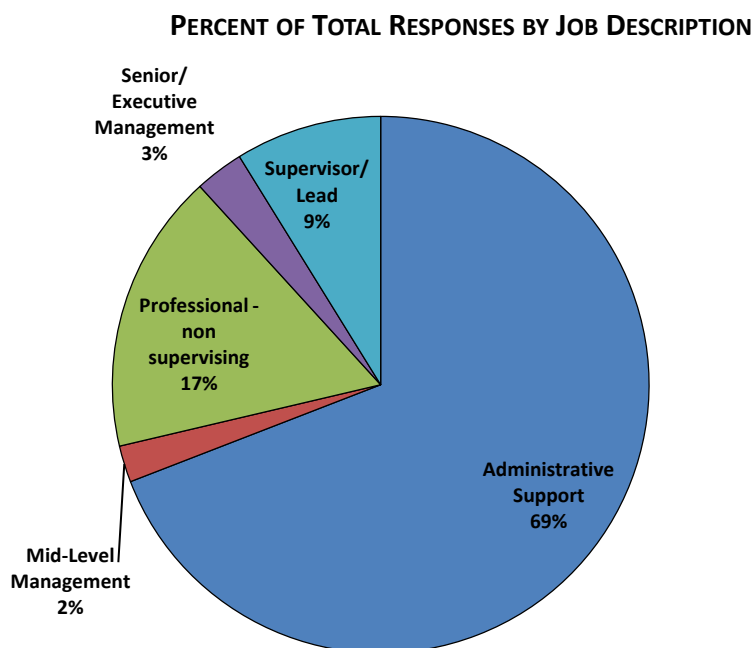
Most DJA employees are not supervisors. Further analysis identifies that supervisory employees are somewhat more positive about survey measures than non-supervisory staff, with larger differences in their identification with King County and with perceptions of customer service. Most differences, however, are not particularly large.

Approximately half of DJA respondents are represented by a union. This makes demographic comparisons in this category interesting. Perhaps reflecting the integrated staffs at DJA, there



are no large or significant differences between the perceptions of union and non-union personnel.

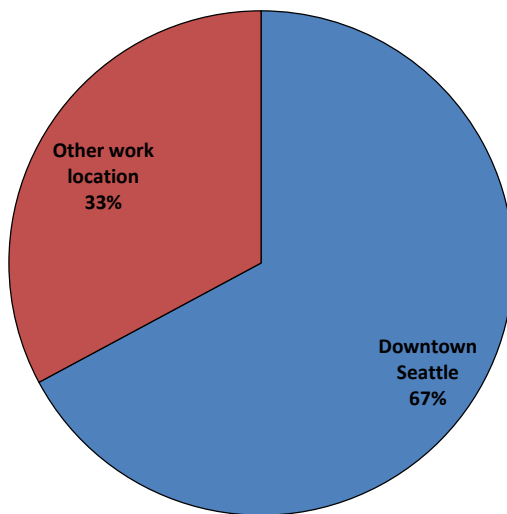
The chart below reports responses from different positions at King County. Not surprisingly, over two-thirds of DJA respondents describe themselves as Administrative Support. While differences in perceptions across positions are not large, supervisors and senior/executive management report slightly higher scores in most categories. However, the group sizes are so small within each of the of the other position categories, making comparisons is not particularly useful.



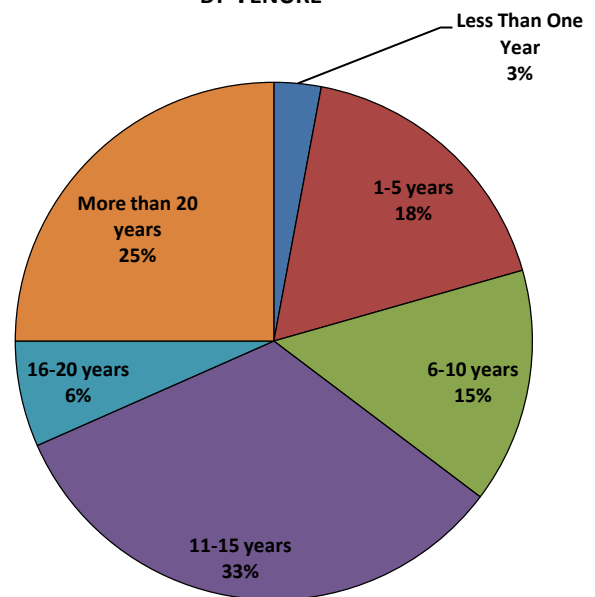
As the charts below illustrate, over two-thirds of employees work in downtown Seattle. Interestingly, there are no notable differences in the positive/negative nature of perceptions relative to where an employee works.

With the exception of new employees who represent a very small percentage of respondents, responses are fairly evenly spread out across tenure categories. Not surprisingly, new employees are much more positive than other employees. However, those between one and five years tenure and those with more than twenty years tenure are also slightly more positive about their work environment than are those employees with between six and twenty years.

**PERCENT OF TOTAL RESPONSES  
BY WORK LOCATION**



**PERCENT OF TOTAL RESPONSES  
BY TENURE**



## 2009–2012 Comparison

For comparison purposes, Overall Satisfaction was measured in both 2009 and 2012. DJA employees report being more satisfied than they were in 2009.

### OVERALL SATISFACTION

2012 Average: 4.06

2009 Average: 3.66

DJA employees report slightly more positive scores for most items measured in both 2009 and 2012. In particular, they report more positive 2012 perceptions of collaboration with other King County groups and the utilization of customer input to improve service delivery, with scores approximately half a point higher. Employees were not significantly more negative in any category. Importantly, customer-service related scores rose since 2009.

QUESTION	2009 MEAN	2012 MEAN	Δ
Overall, how satisfied are you with your job?	3.66	4.06	+ 0.40
I would recommend King County as a good place to work.	4.12	4.05	-0.07
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	3.70	4.06	+0.36
My work contributes to the success of King County government.	4.50	4.41	-0.09
I am familiar with my department, division, or agency's mission and goals.	4.22	4.29	+0.07
My department, division, or agency's mission and goals give direction to my work.	3.66	3.67	+0.01
My work group works well with other King County groups to solve problems to achieve goals. <i>2009 Question: The departments and agencies in King County are working together to achieve common goals.</i>	3.23	3.75	+0.52
I have a clear understanding of what is expected of me in my job.	4.39	4.24	-0.15
I receive information I need to do my job. <i>2009 Question: I receive information from King County that I need to do my job.</i>	3.62	3.85	+0.23
My department is open to new ideas to improve the way we work. <i>2009 Question: King County is open to new ideas to improve the way we work.</i>	3.19	3.52	+0.33
My work group strives to provide high quality customer service. <i>2009 Question: King County strives to provide high quality customer service.</i>	3.78	4.14	+0.36
My work group seeks feedback/input from customers. <i>2009 Question: King County seeks feedback/input from customers.</i>	3.36	3.70	+0.34
My work group uses customer input to improve service delivery. <i>2009 Question: Customer input influences decisions in King County.</i>	3.27	3.70	+0.43

Note: Δ = positive or negative change in the average between 2009 and 2012.

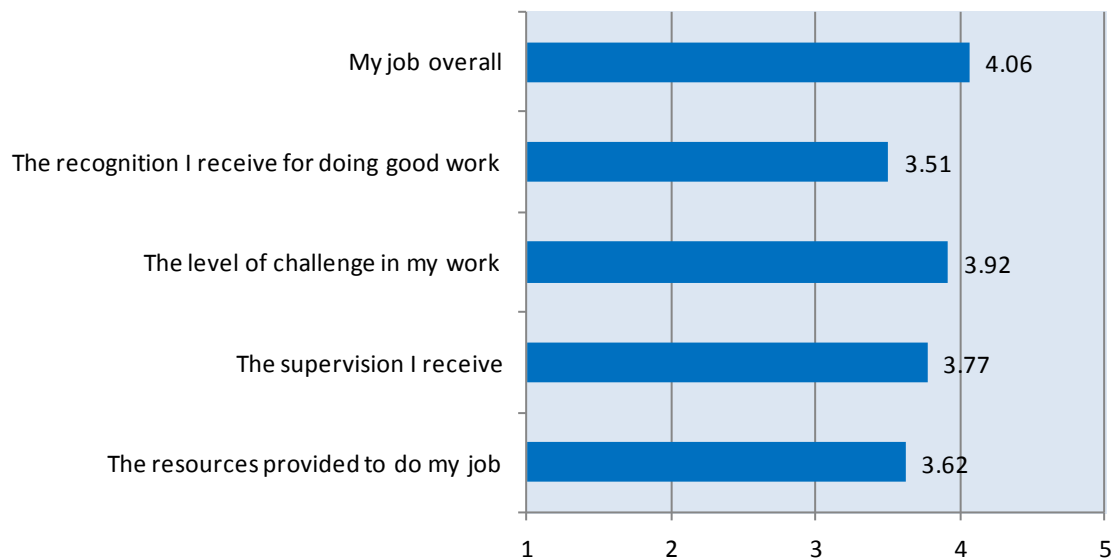
Some questions from the 2009 survey were changed from a broad King County focus to make them more relevant to employees' individual work groups. These scores are still comparable as it is quite likely that employees interpreted the 2009 questions relative to their individual experiences vs. the broader King County context.

## Overall Results

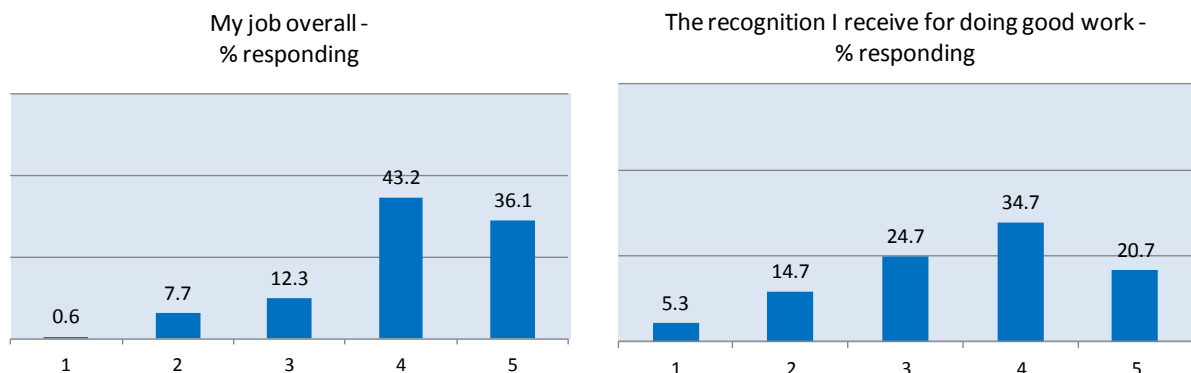
Following are the results for each of the questions asked in the 2012 Employee Survey. For each of the survey sections, the results are reported as overall means in a comparison bar chart. This enables the reader to see both the magnitude of the average and how each average compares to others in the section. Following the overall bar chart, the distribution of answers for each question is reported. This enables the reader to understand how employees responded to each question as a group to better understand if responses are more extreme or if they trend toward neutral.

### OVERALL JOB SATISFACTION

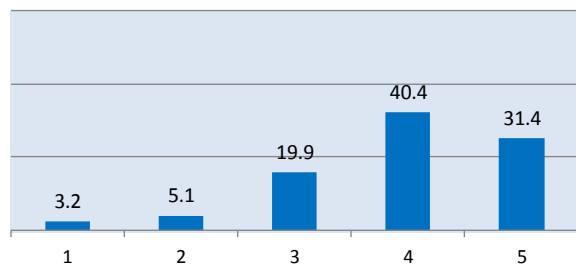
Overall, DJA employees report strong satisfaction with their jobs and level of challenge in their work. They are slightly less positive about the supervision they receive, the resources they are provided, and perceptions of the recognition they receive for doing good work.



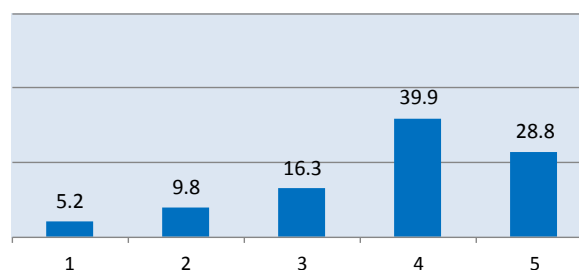
As the distribution charts illustrate, DJA employees report strong overall job satisfaction, with over two-thirds reporting positive perceptions. These charts illustrate that while scores for overall satisfaction are quite high, some employees are not as positive as DJA might wish them to be with the recognition they receive.



The level of challenge in my work -  
% responding

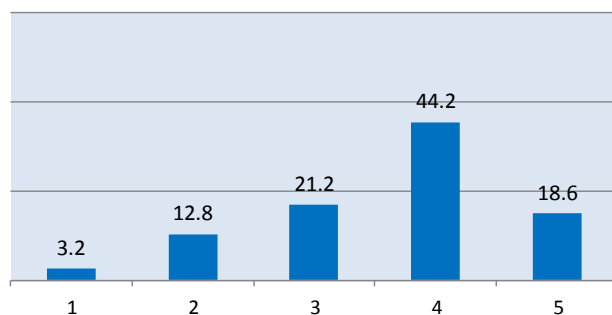


The supervision I receive -  
% responding



Almost three-fourths of respondents are positive about the level of challenge in their work and two-thirds are positive about the supervision they receive.

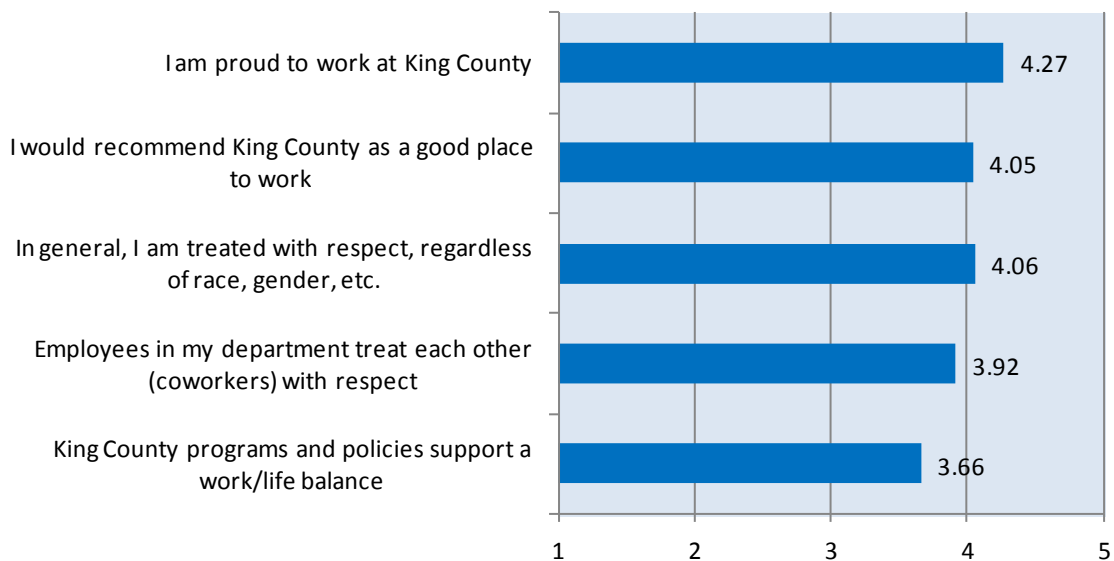
The resources provided to do my job -  
% responding



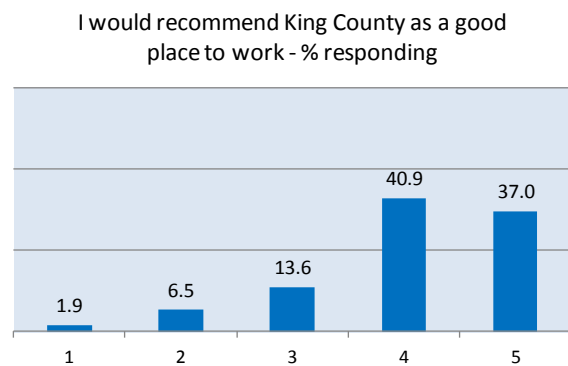
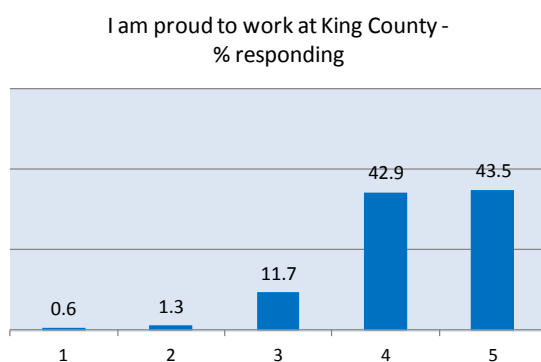
Finally, perceptions are more mixed regarding the resources they receive to do their jobs, with more employees than in previous questions reporting neutral or negative scores.

## WORK ENVIRONMENT<sup>2</sup>

Questions in this section measured DJA employees' perceptions of their work environment as a positive place in which to work. Providing one of the highest averages in the study, DJA employees are proud to work at King County and would recommend the County as a good place to work. They do feel that employees treat each other with respect, though responses are slightly more mixed relative to perceptions of work/life balance.



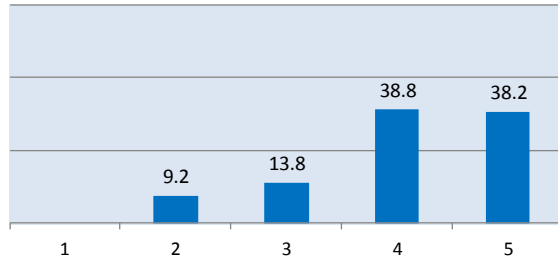
The distribution charts below demonstrate the diversity of employee responses. More than 85% of DJA employees report feeling proud to work at King County and most would recommend the County as a good place to work.



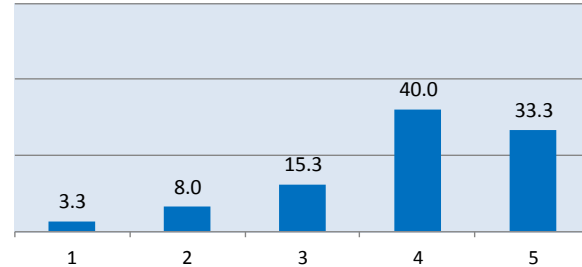
<sup>2</sup>Third question in "Work Environment" reads: "In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity, or expression, color, marital status, religion, ancestry, national origin, disability, or age." This question was also asked in 2009, with comparison data reported earlier in this report.

While the majority of DJA employees report they are treated with respect regardless of race, gender, etc, approximately one-fourth reported neutral to negative perceptions in this category. Importantly, no employees rated this question extremely negatively. Similarly, approximately three-fourths of employees in the department feel treated respectfully by co-workers, with one-quarter reporting neutral to negative responses.

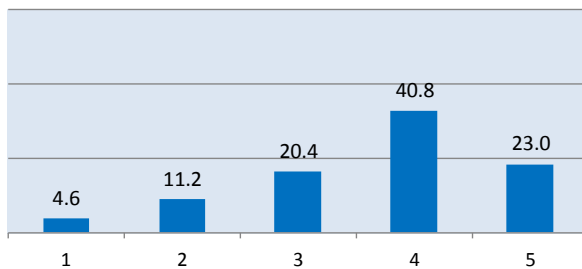
In general, I am treated with respect,  
regardless of my race, gender, etc. -  
% responding



Employees in my department treat each other  
(coworkers) with respect -  
% responding



King County programs and policies support a  
work/life balance -  
% responding

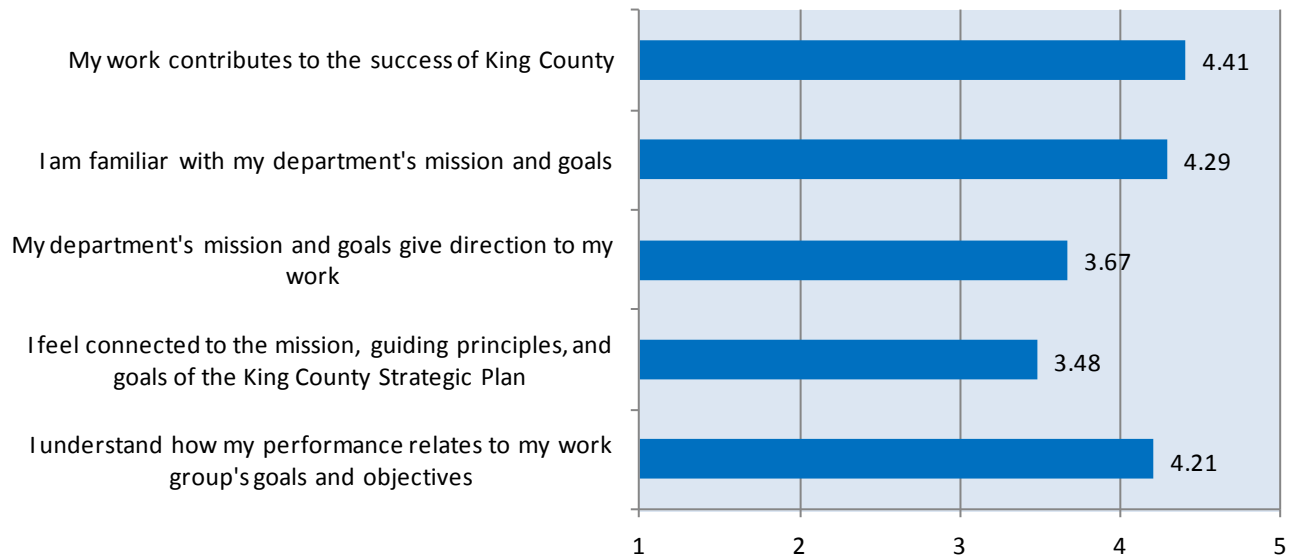


Though still more positive than other King County employees, DJA employees are somewhat mixed in their perceptions of work/life balance. More than one-third of employees do not perceive that King County programs and policies support a work/life balance.

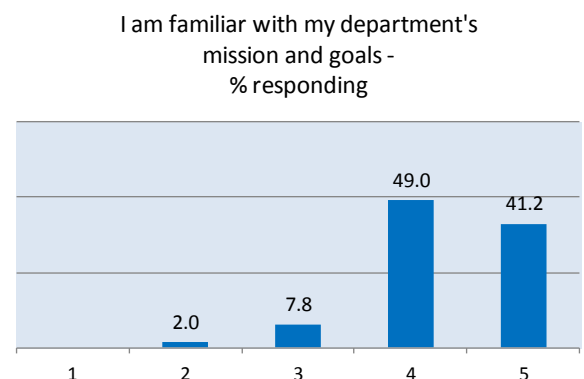
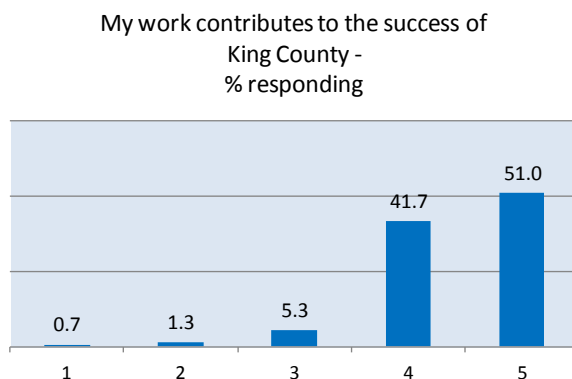
## MISSION AND GOALS

This section of the survey measured DJA employees' perceptions of both the mission and goals of King County and their department/division, as well as their perceptions of how their work is valued and goal directed. These scores are extremely high and reflect a very positive perception of the work done within DJA and the way DJA employees are connected to their organization.

DJA employees definitely feel that their work contributes to the success of King County, are familiar with DJA's mission and goals, and have a solid understanding of how their job performance relates to the work group's goals and objectives. DJA respondents were more moderate in both their perceptions of the direction given to their work by the department's mission and goals and of their feelings of connection to the mission, guiding principles, and goals of the King County Strategic Plan.



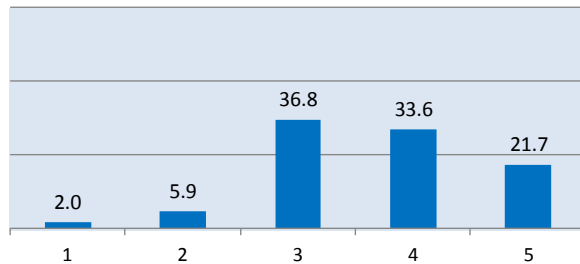
The distribution charts below reveal that vast majority of DJA employees believe their work contributes to the County's success and are familiar with DJA's mission and goals. Of note is that while the vast majority of employees are familiar with departmental goals, more than 40% do not feel positively that the mission and goals of the DJA give direction to their work.



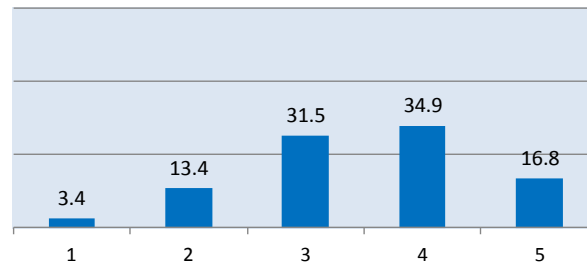


Perceptions regarding connectedness to the mission, guiding principles, and goals of the King County Strategic Plan were more mixed; while most employees rated this category somewhat positively, approximately half of DJA respondents report that they do not feel positively connected to the King County Strategic Plan.

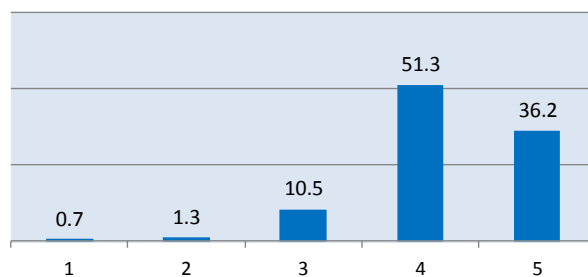
My department's mission and goals give direction to my work -  
% responding



I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan - % responding



I understand how my performance relates to my work group's goals and objectives -  
% responding



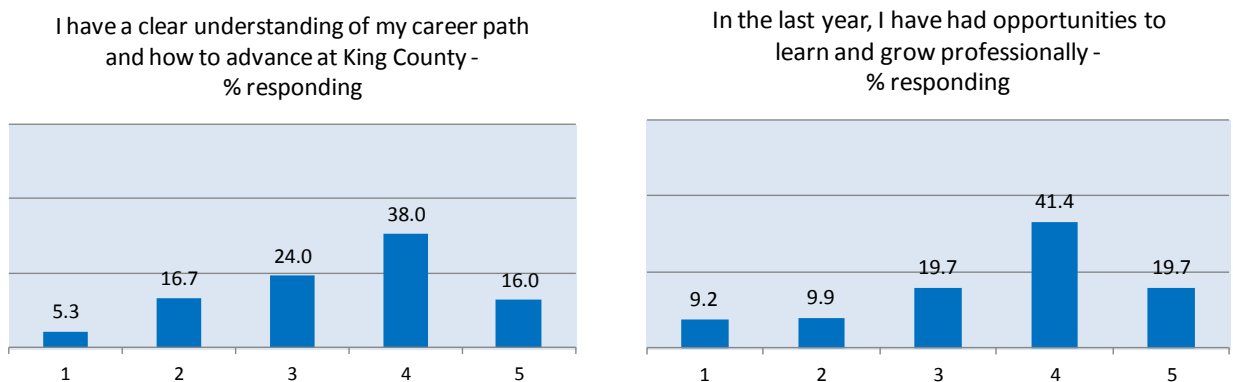
Importantly, the vast majority of DJA employees do feel that their work connects to the goals and objectives of the DJA organization.

## PERSONAL DEVELOPMENT AND ACHIEVEMENT

Questions in this section measured employees' perceptions of how they are supported to perform to their highest capacities. Questions related to career path and training received moderate scores, revealing that DJA employees are somewhat dissatisfied with professional development opportunities. Employees overwhelmingly said that they would take advantage of training opportunities and that they do feel personally responsible for keeping their knowledge and capabilities current, suggesting that DJA employees value training and would appreciate more opportunities for professional development at the County.

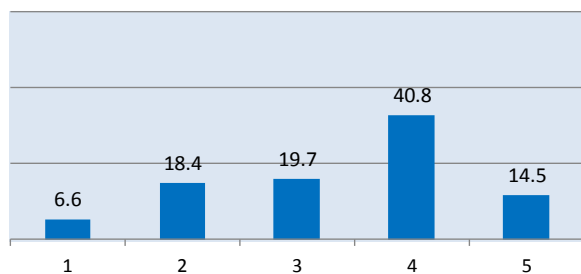


The distribution charts below illustrate the diversity in DJA employees' responses, which is distinct from how they responded in other survey categories. Nearly half of DJA respondents do not have a clear understanding of career advancement and approximately one-third report not having opportunities to grow professionally in the last year.

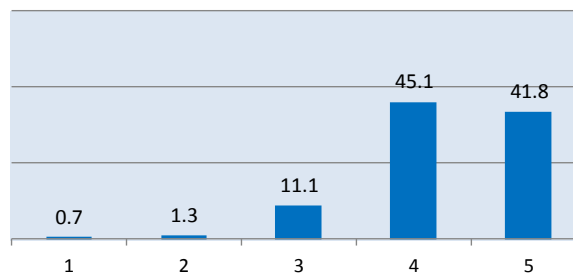


Additionally, almost half of DJA employees do not feel that King County supports training, but the vast majority do feel personally responsible for keeping their knowledge and capabilities current.

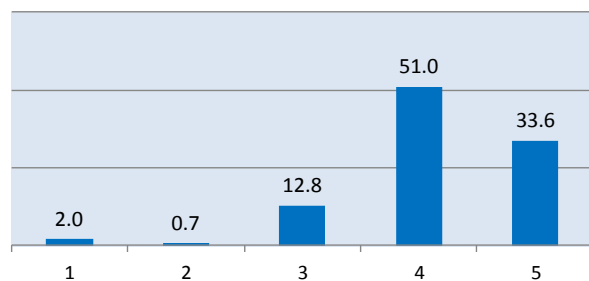
King County supports training to help  
employees perform effectively -  
% responding



I feel personally responsible for keeping my  
knowledge and capabilities current -  
% responding



When available, I take advantage of training  
opportunities -  
% responding

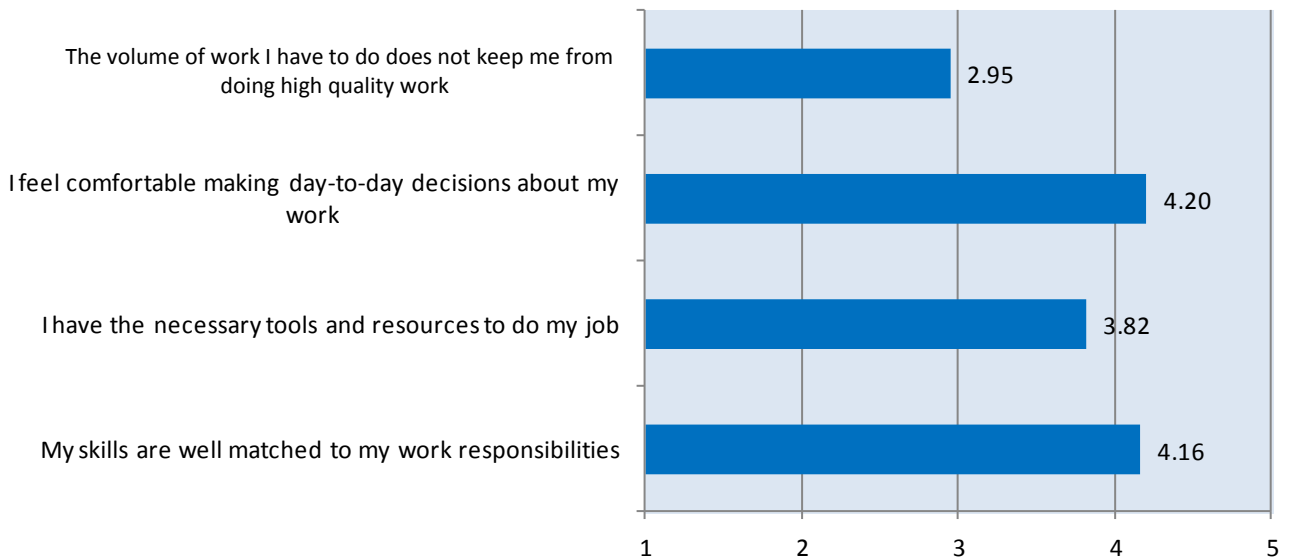


Finally, most DJA employees would take advantage of training if it were offered to support their ongoing development.

## RESOURCES AND DECISION-MAKING

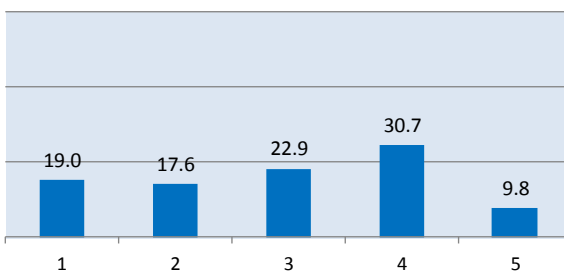
DJA employees are not positive about their volume of work, reporting some of the lowest scores for this department in this study. However, DJA employees report strong positive perceptions regarding feeling comfortable making the day-to-day decisions necessary for their work and feeling that their skills are well matched to work responsibilities.

DJA employees are fairly positive in their perceptions of having adequate tools and resources for optimal job performance, more so than many other King County employees.

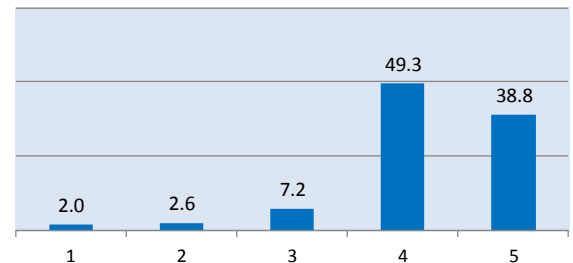


These distributions illustrate that DJA employees have mixed perceptions of work overload, with roughly the same amount of employees reporting positive and negative perceptions. By contrast, the vast majority of DJA employees report that they feel comfortable having control over the decisions that impact their daily work.

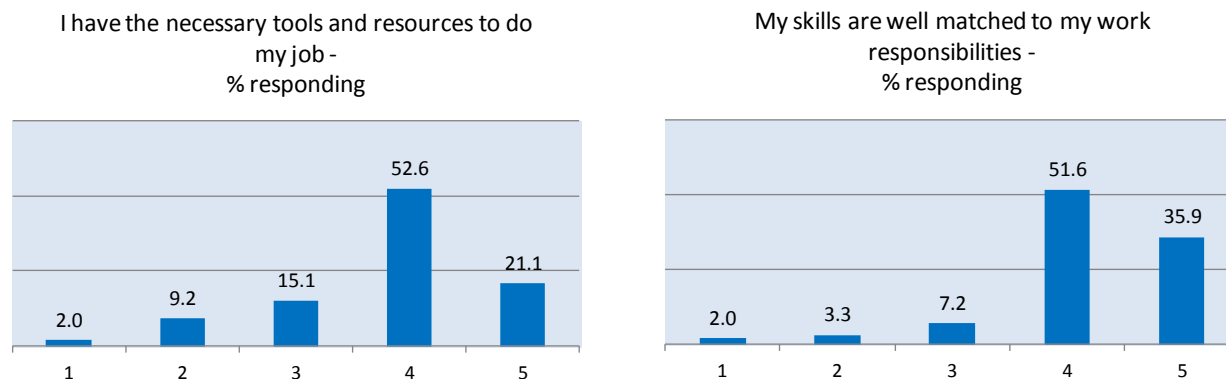
The volume of work I have to do does not keep me from doing high quality work - % responding



I feel comfortable making day-to-day decisions about my work - % responding

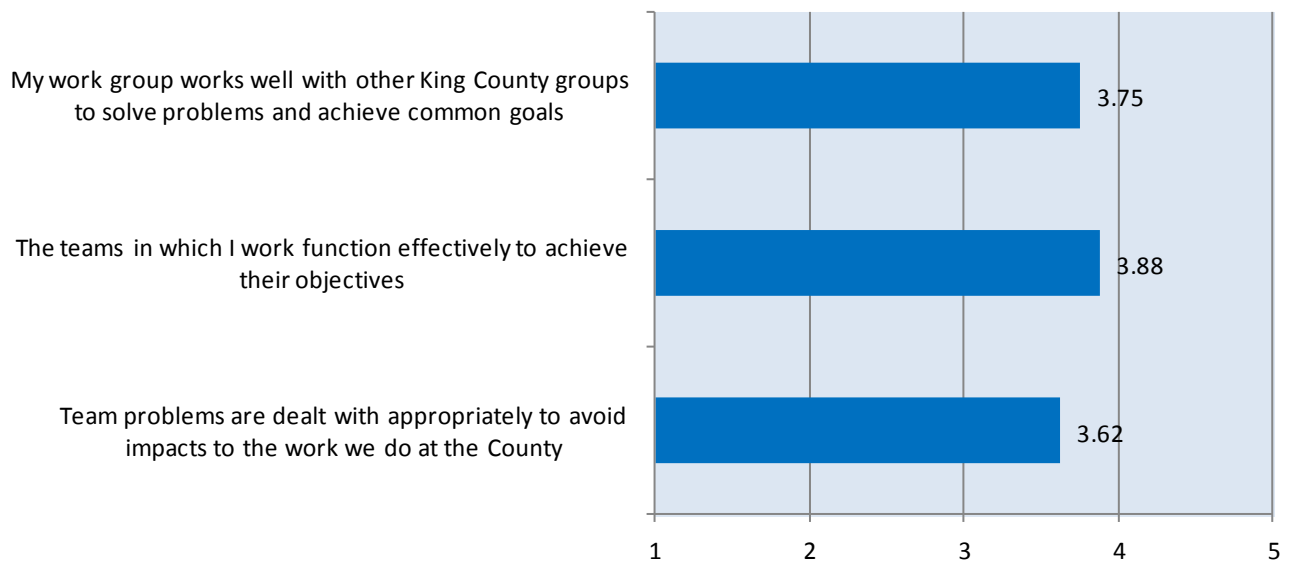


Three-quarters of DJA employees report having the necessary tools and resources, which is significantly more positive than perceptions across King County departments. Perceptions of skills being well matched to work load were overwhelmingly positive, with the vast majority of employees reporting that their skills do indeed match their job responsibilities.

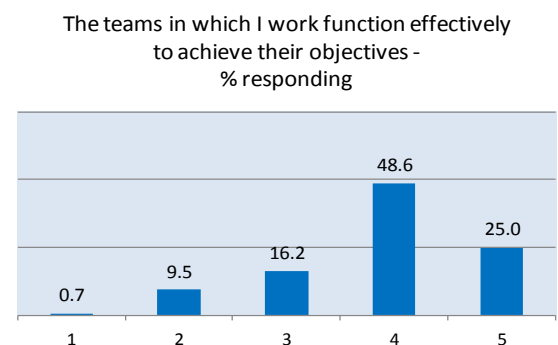
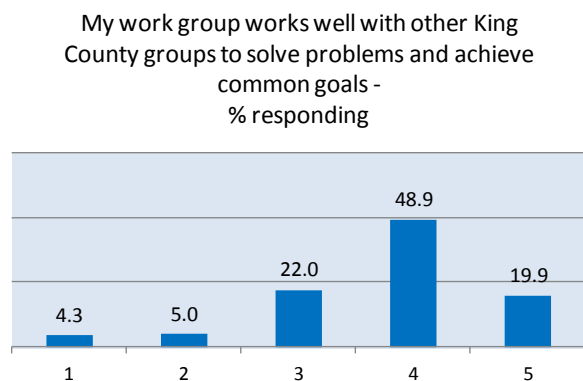


## TEAMWORK

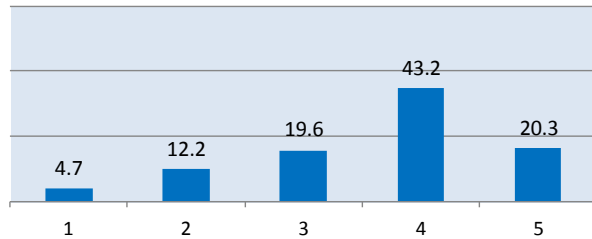
DJA employees report moderately positive perceptions related to teamwork. Respondents mostly feel that their work group works well with other King County groups to solve problems, but are somewhat less positive about resolution of team issues within the DJA. Respondents report the most positive perceptions of how teams within the DJA function effectively to achieve objectives.



As the distribution charts illustrate, DJA employees are mostly positive in their perceptions relative to teamwork in the department. Of note is the large number of neutral responses. Approximately two-thirds of DJA respondents believe their team works well with other King County groups and three-quarters feel their teams function efficiently.



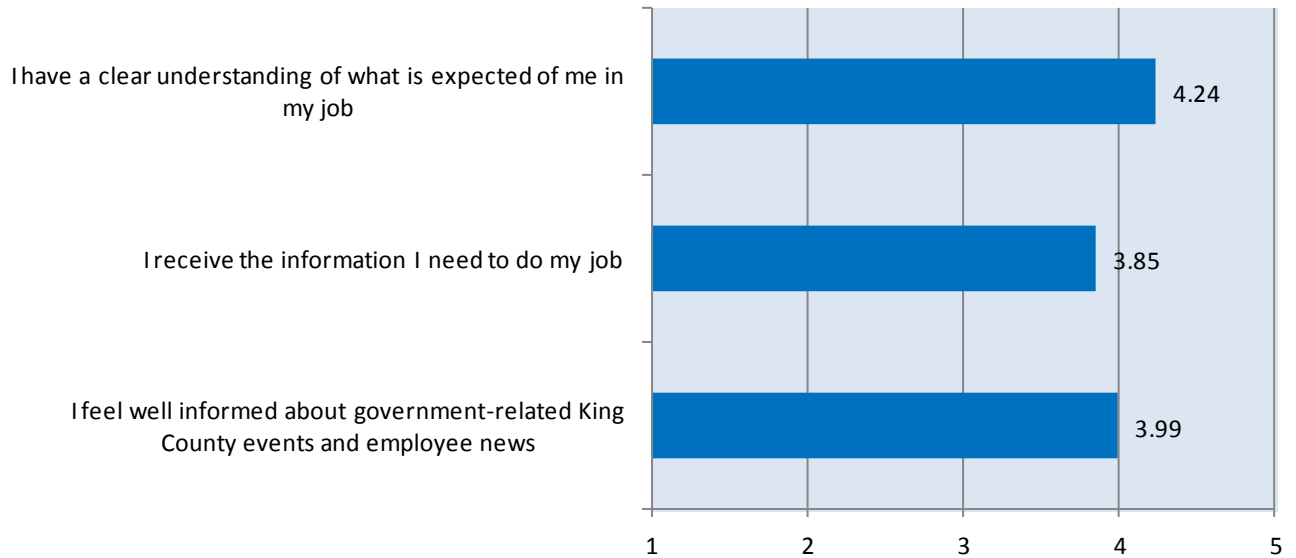
Team problems are dealt with appropriately to  
avoid impacts to the work we do at the  
County -  
% responding



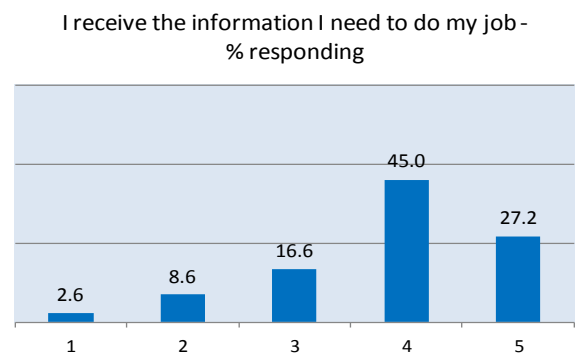
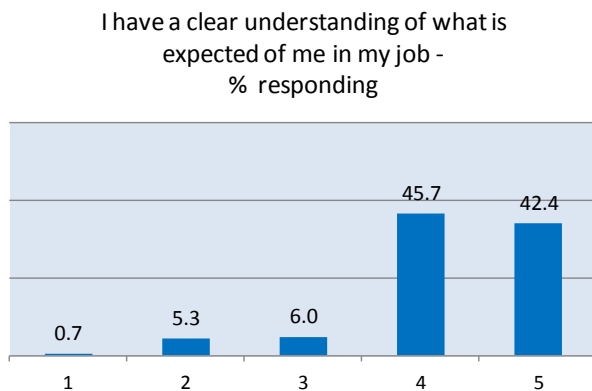
The majority of DJA employees believe that team problems are dealt with appropriately, with almost two-thirds reporting positive perceptions in this area. However, the higher number of neutral to negative responses (more than one-third) may warrant further investigation.

## COMMUNICATION

DJA respondents report having a very clear understanding of job performance expectations, with significantly positive scores in this category. Employees largely feel they have the information they need in order to perform well. Overall, DJA employees feel well-informed about and connected to government-related King County events and employee news.

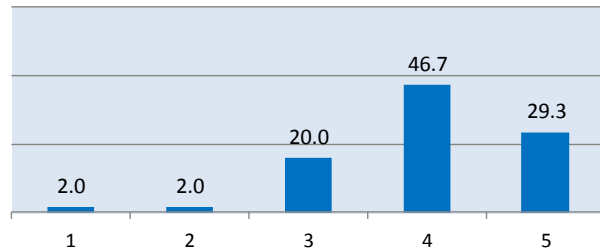


The distribution charts illustrate that most employees are positive about communication at King County, with almost 90% reporting that they have a clear understanding of expectations. However, more than a quarter report neutral to negative perceptions of the adequacy of information for optimal job performance. While scores in this area are still high, this area may warrant early attention to resolve any early issues.





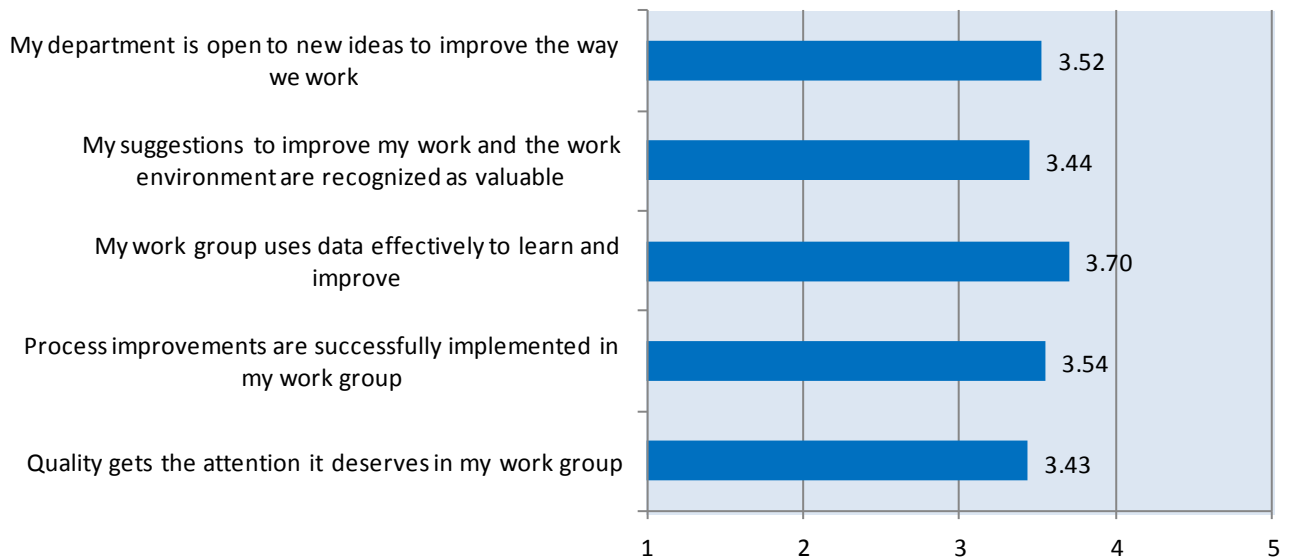
I feel well informed about government-  
related King County events and employee  
news -  
% responding



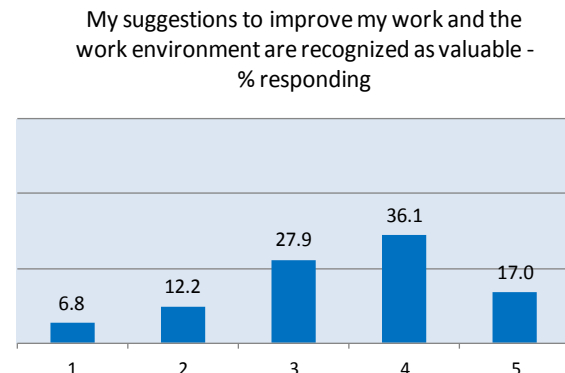
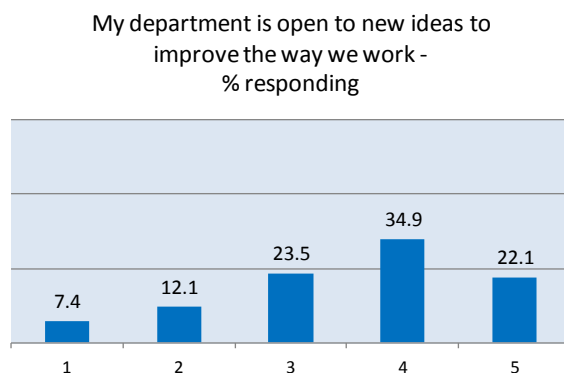
More than 70% report feeling well  
informed about King County events and  
news.

## CONTINUOUS IMPROVEMENT

Perceptions of continuous improvement are moderately positive in every category for DJA employees, with more positive perceptions than King County respondents overall. DJA respondents are the most positive regarding their work group's use of data to learn and improve and are the least positive regarding both their suggestions for improvement being recognized as valuable and work quality.

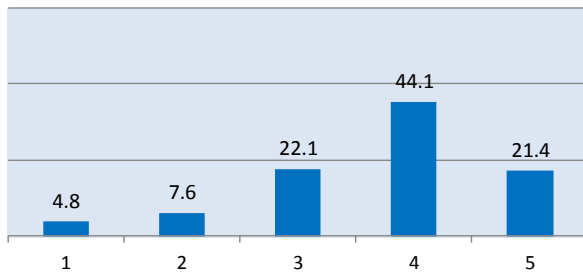


Almost half of employees report negative to neutral perceptions of how open their department is to new ideas. This may be another area to investigate further given the County's emphasis on continuous improvement and the strong relationship it has to employee engagement. However, almost half report neutral to negative perceptions of the impact their suggestions have on their work environment.

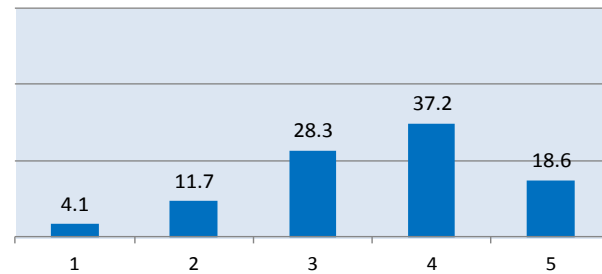


Interestingly, two-thirds of DJA employees report that their work group uses data effectively for improvement. This score is significantly higher than overall data collected from King County employees in this category. DJA respondents are more mixed in their perceptions of process improvements and attention to quality, with higher numbers of neutral to negative responses.

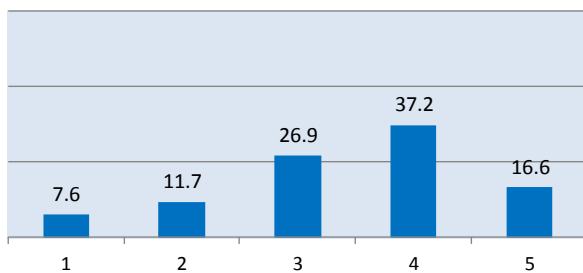
My work group uses data effectively to learn and improve -  
% responding



Process improvements are successfully implemented in my work group -  
% responding



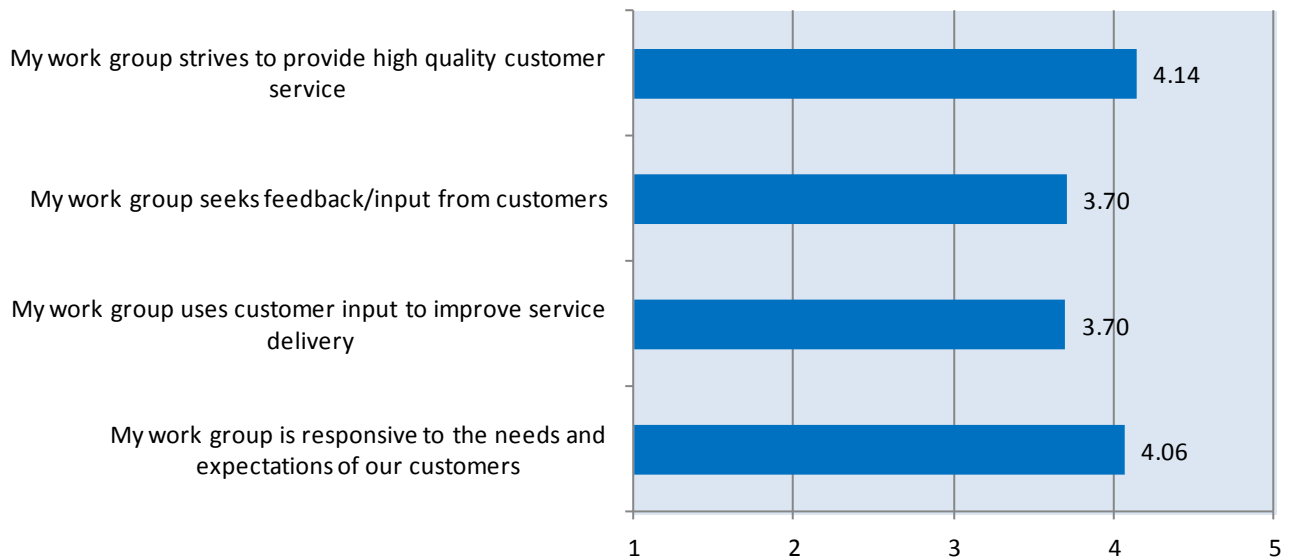
Quality gets the attention it deserves in my work group -  
% responding



While the majority of respondents provide positive scores, perceptions regarding the prioritization of quality are mixed with 44% reporting neutral to negative impressions.

## CUSTOMER SERVICE

DJA employees are quite positive about key aspects of customer service. Employees generally feel that their work group strives to provide high quality customer service and believe the department is responsive to the needs and expectations of customers. As a group, they are moderately positive about the department's efforts to seek feedback from customers and about their work group's utilization of customer feedback to improve service delivery. Overall, DJA respondents report more positive perceptions of the department's customer service than do King County employees overall.

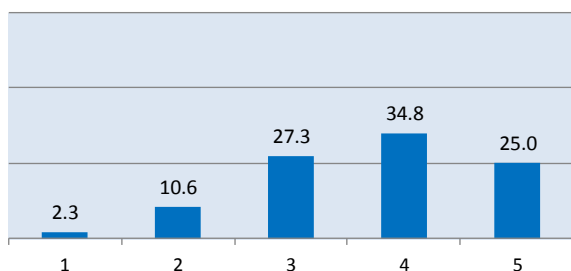


The distribution charts below illustrate the strong positive perceptions DJA respondents have regarding customer service, with the vast majority reporting that their work group is responsive to the needs and expectations of customers. However, results are more mixed with regard to how DJA seeks feedback from customers with just over 40% offering neutral to negative responses.

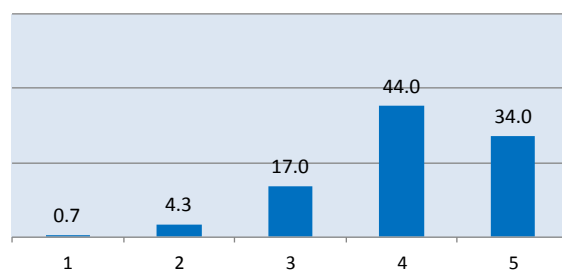


Asked to rate how well DJA uses customer input to improve service delivery, approximately two-thirds report positive perceptions. Most importantly, DJA employees overwhelmingly believe that the department is responsive to the needs and expectations of customers, with almost 80% answering positively.

My work group uses customer input to  
improve service delivery -  
% responding

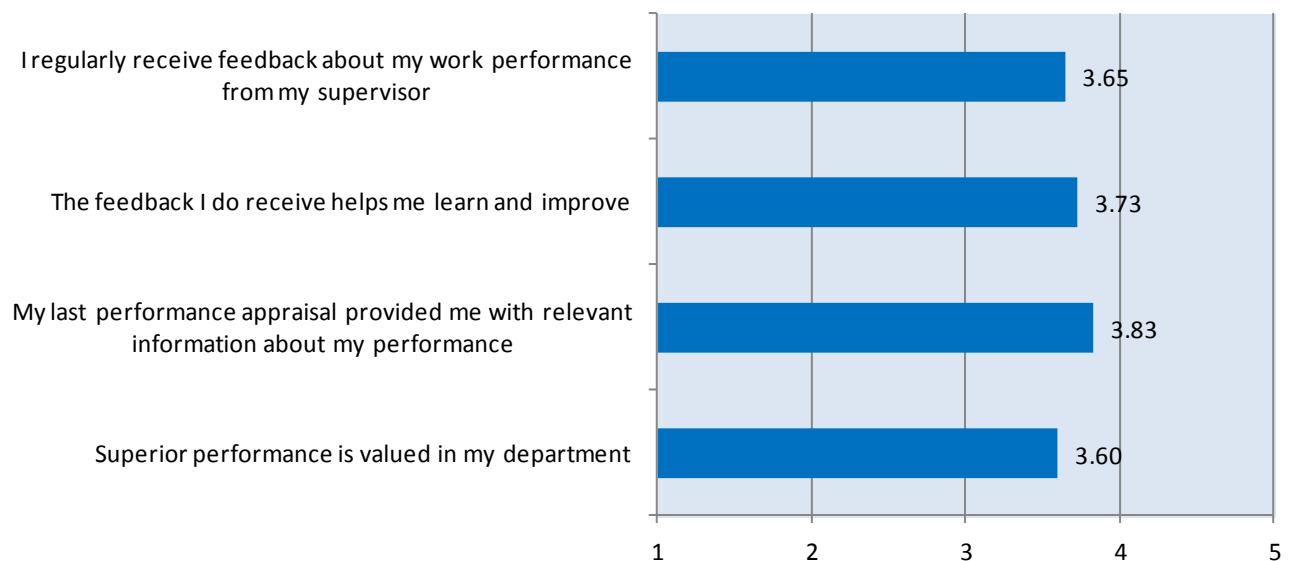


My work group is responsive to the needs and  
expectations of our customers -  
% responding

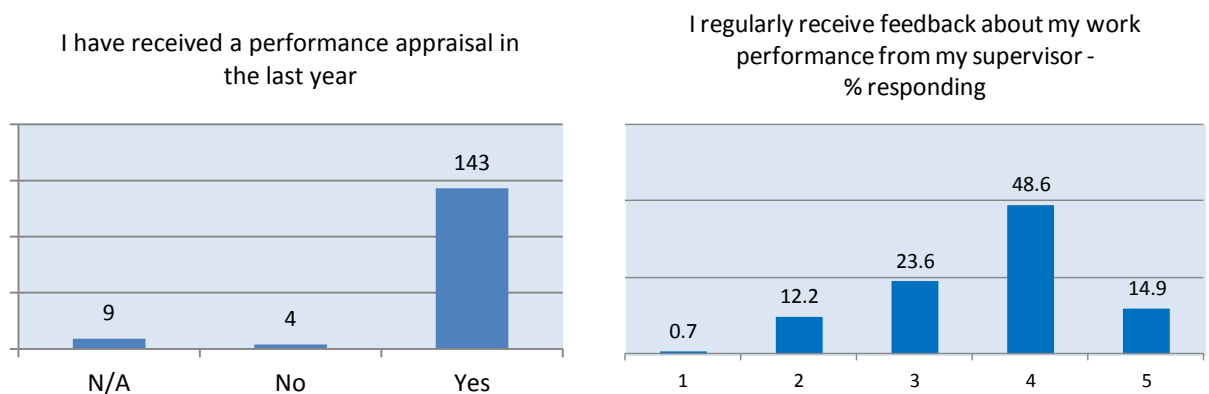


## PERFORMANCE COMMUNICATION

DJA employees report moderately positive perceptions of the performance feedback they receive at King County. They largely believe their performance appraisals provided relevant information and they think the information they receive does help them improve. However, compared to other scores in this section of the survey, they are the most positive about the degree to which superior performance is valued in the department.

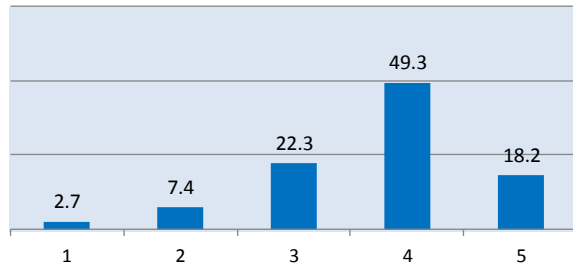


The vast majority of DJA employees report receiving a performance appraisal in the past year. Not surprisingly, almost two-thirds also report receiving regular feedback from their supervisors.

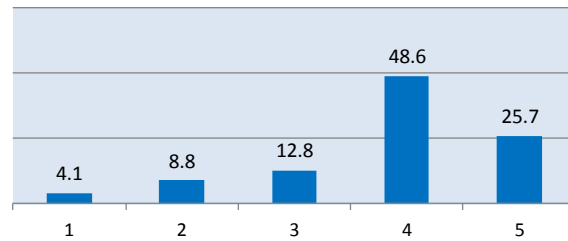


Asked about the value of feedback they receive, two-thirds of employees believe it helps them improve, and most (three-quarters of employees) believe their last official performance appraisal provided them with relevant information about their performance.

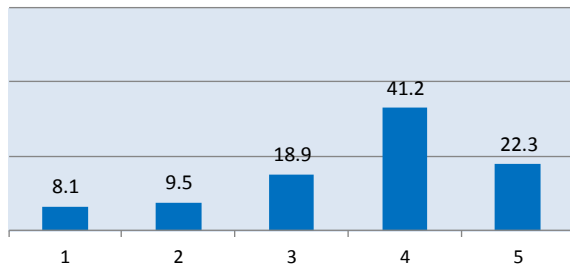
The feedback I do receive helps me learn and improve -  
% responding



My last performance appraisal provided me with relevant information about my performance -  
% responding



Superior performance is valued in my department -  
% responding



Importantly, roughly two-thirds believe superior performance is valued in the DJA. Only a very small percentage (27 responses) report negative perceptions in this area.

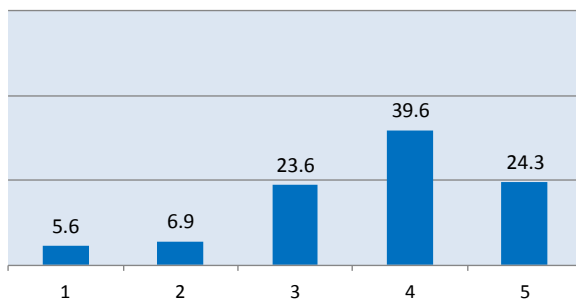
## SUPERVISION

Perceptions of supervision are moderately positive in the Department of Judicial Administration, with employees reporting fairly good relationships with their supervisors. Overall, scores in this supervision category are much more positive than scores collected from King County employees overall.

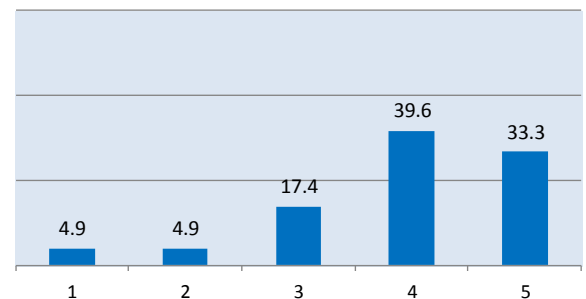


Perceptions from DJA respondents regarding recognition for good work are positive, but mixed, with just over one-third offering neutral to negative responses. However, asked if their supervisor communicates openly and honestly, more than two-thirds report positive perceptions.

My supervisor provides recognition for employees who do good work - % responding



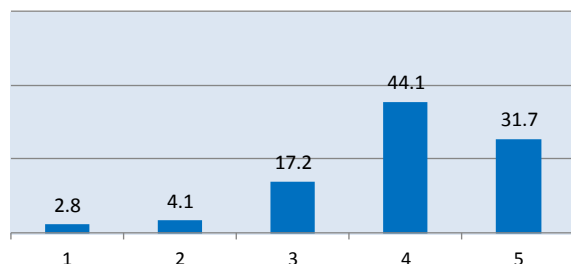
My supervisor communicates openly and honestly - % responding



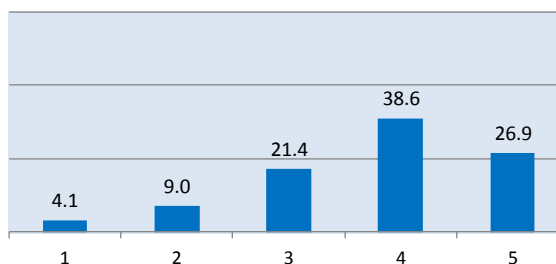


DJA employees definitely believe that supervisors encourage continuous improvement, with three-quarters rating this category positively. Asked if supervisors provide clear direction, results were slightly more mixed, with one-third reporting neutral to negative perceptions.

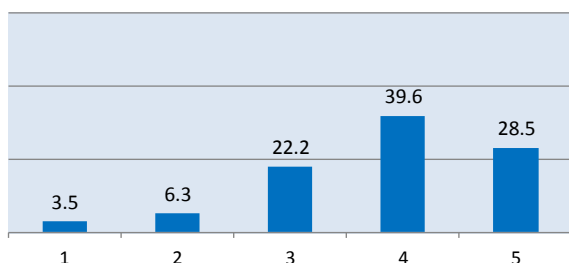
My supervisor encourages continuous improvement -  
% responding



My supervisor provides clear direction -  
% responding



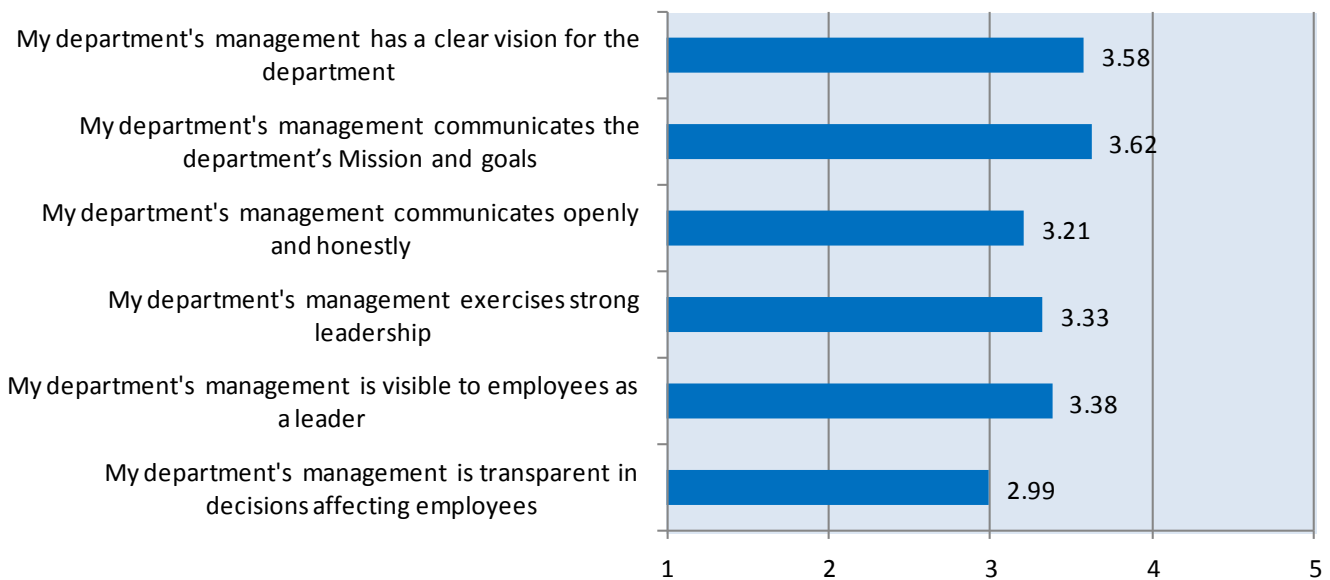
My supervisor ensures I have what I need to do my job well -  
% responding



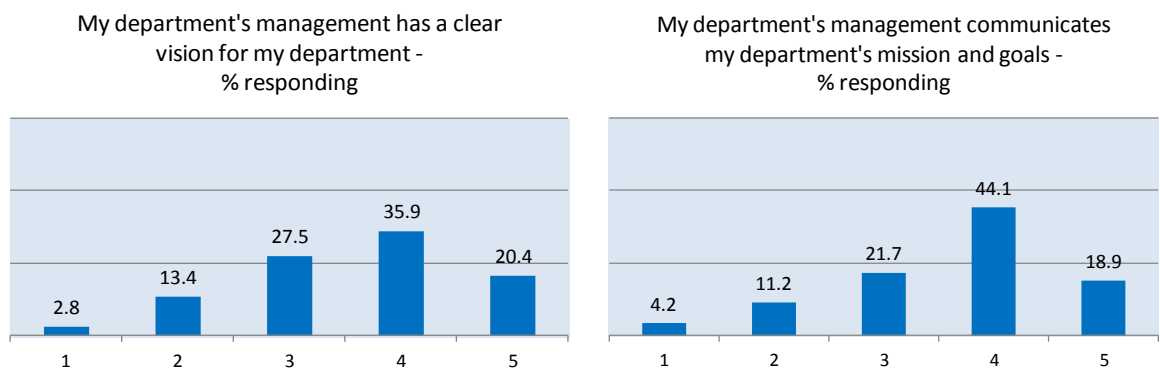
Finally, while the majority of DJA employees feel adequately resourced through the efforts of supervisors, almost one-third of respondents also report more neutral perceptions.

## MANAGEMENT

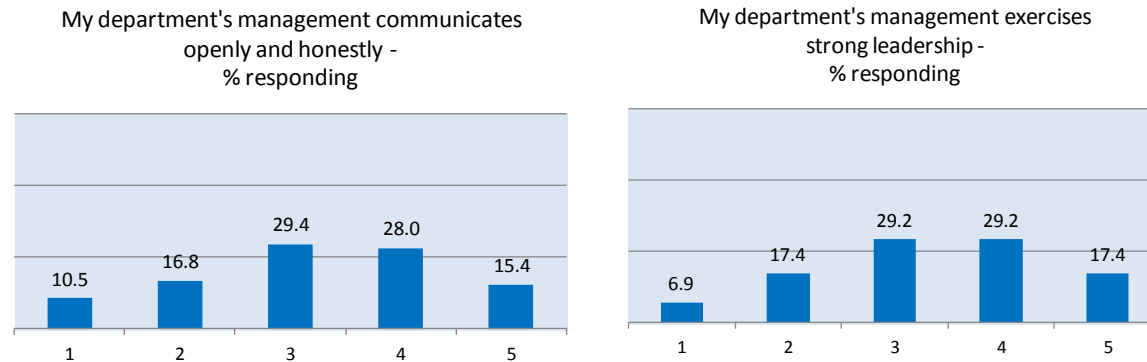
Overall, most DJA employees report neutral to slightly positive perceptions of their department management. While respondents perceive that department management has a clear vision for the DJA, they report somewhat negative perceptions of the transparency in managerial decisions that impact employees. When compared to overall scores from King County employees across departments, perceptions of DJA management are more positive. The least positive categories related to DJA management relate to the perceived openness of management's communication and perceptions of strong leadership.



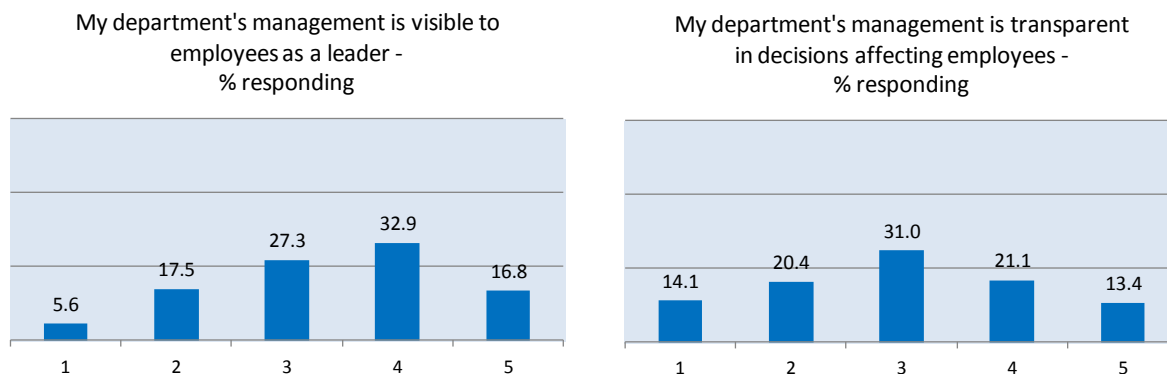
These distributions illustrate mixed perceptions regarding DJA management, with high numbers of neutral responses. Asked if management has a clear vision for the department, just over half of respondents answered positively, revealing divided perceptions among employees. Employees are still mixed, but slightly more positive, in their perceptions of management's communication of DJA's mission and goals.



The following two questions received some of the lower scores in the study for DJA employees. Over half of respondents report neutral to negative perceptions of the openness/honesty of managerial communication and management's ability to exercise strong leadership.

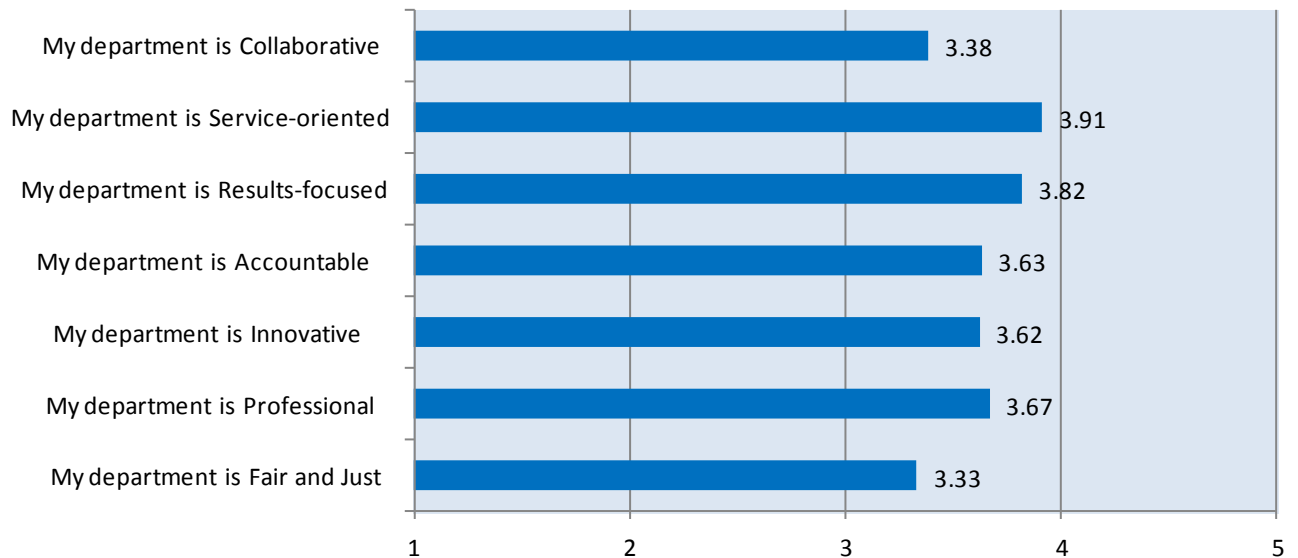


Only slight more than half think departmental managers are visible as strong leaders. Additionally, more than two-thirds of employees report neutral to negative perceptions of management's transparency in decision making. However, it should be noted that the comparative negativity of these scores is both consistent with King County overall—and anticipated—given the looser connection most employees have with management vs. their own immediate supervisors.

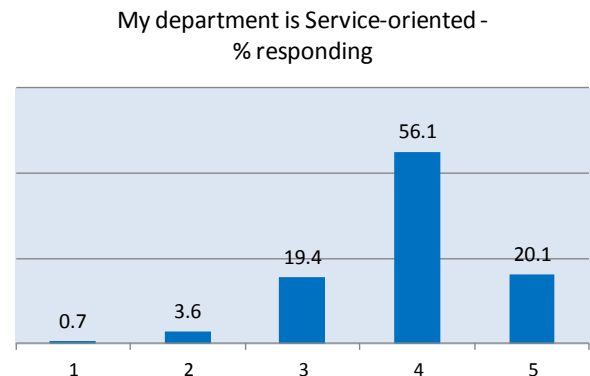
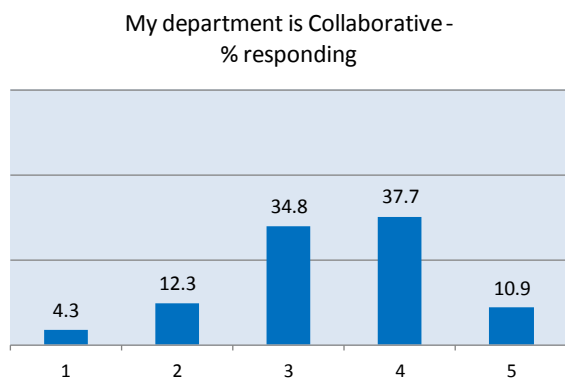


## GUIDING PRINCIPLES

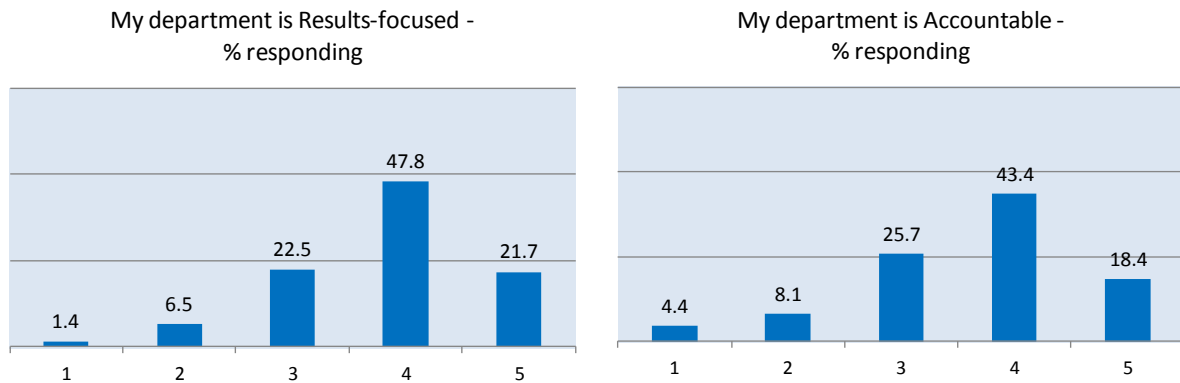
These results report the extent to which employees believe the Department of Judicial Administration reflects County guiding principles. As the scores illustrate, employees report neutral to moderately positive perceptions in this category. DJA respondents report the most positive perceptions of being service-oriented and results-focused and the least positive perceptions of the DJA's collaboration and fairness. These results are consistent with the results from other sections of the survey.



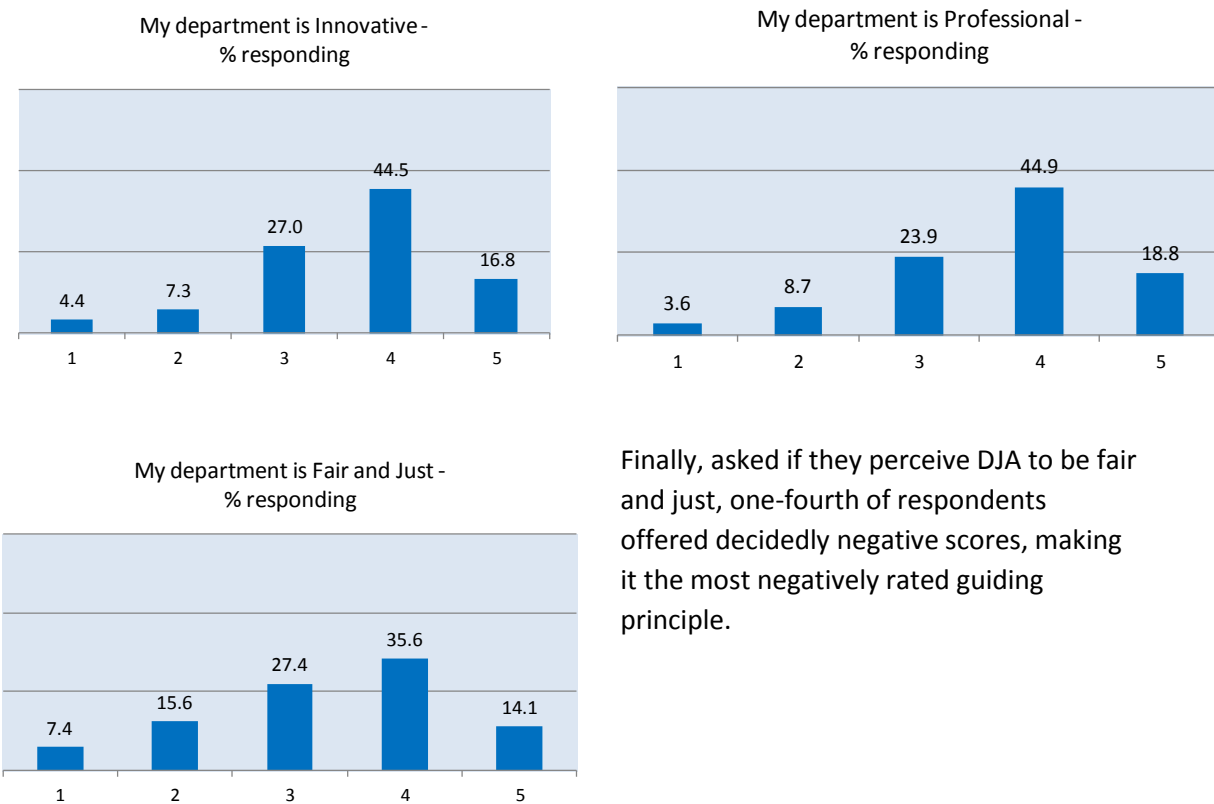
Just over half of DJA respondents report neutral to negative perceptions of departmental collaboration. Conversely, three-quarters express positive and strongly positive perceptions of their department's service orientation.



Almost 70% of DJA employees report that the department is very results-focused and almost two-thirds feel that the DJA values accountability.



Almost two-thirds of DJA employees report that they think their department is innovative. However, there are also a large number of neutral responses. While approximately two-thirds perceive that DJA is professional, there are also almost one quarter of respondents with neutral perceptions.

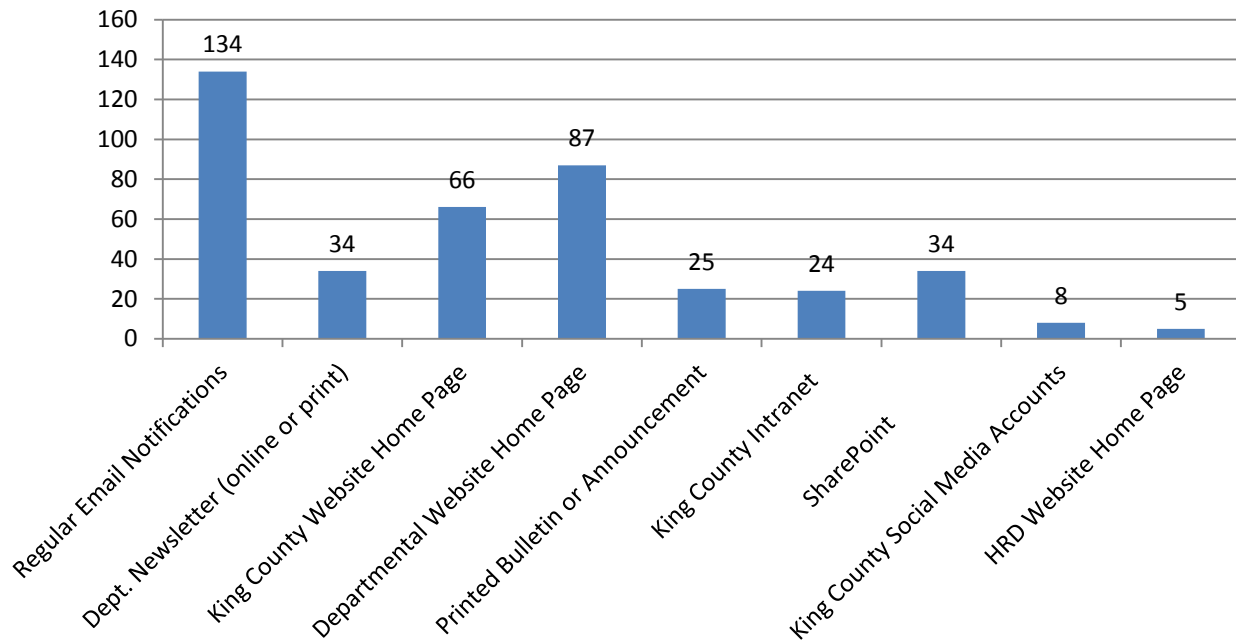


Finally, asked if they perceive DJA to be fair and just, one-fourth of respondents offered decidedly negative scores, making it the most negatively rated guiding principle.

## Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Similar to the findings for King County overall, DJA employees prefer to receive information via regular email notifications, with more than 85% choosing this method as one of their top three communication vehicles. A high number of DJA employees also stay informed by gleaning information from the department and King County websites.



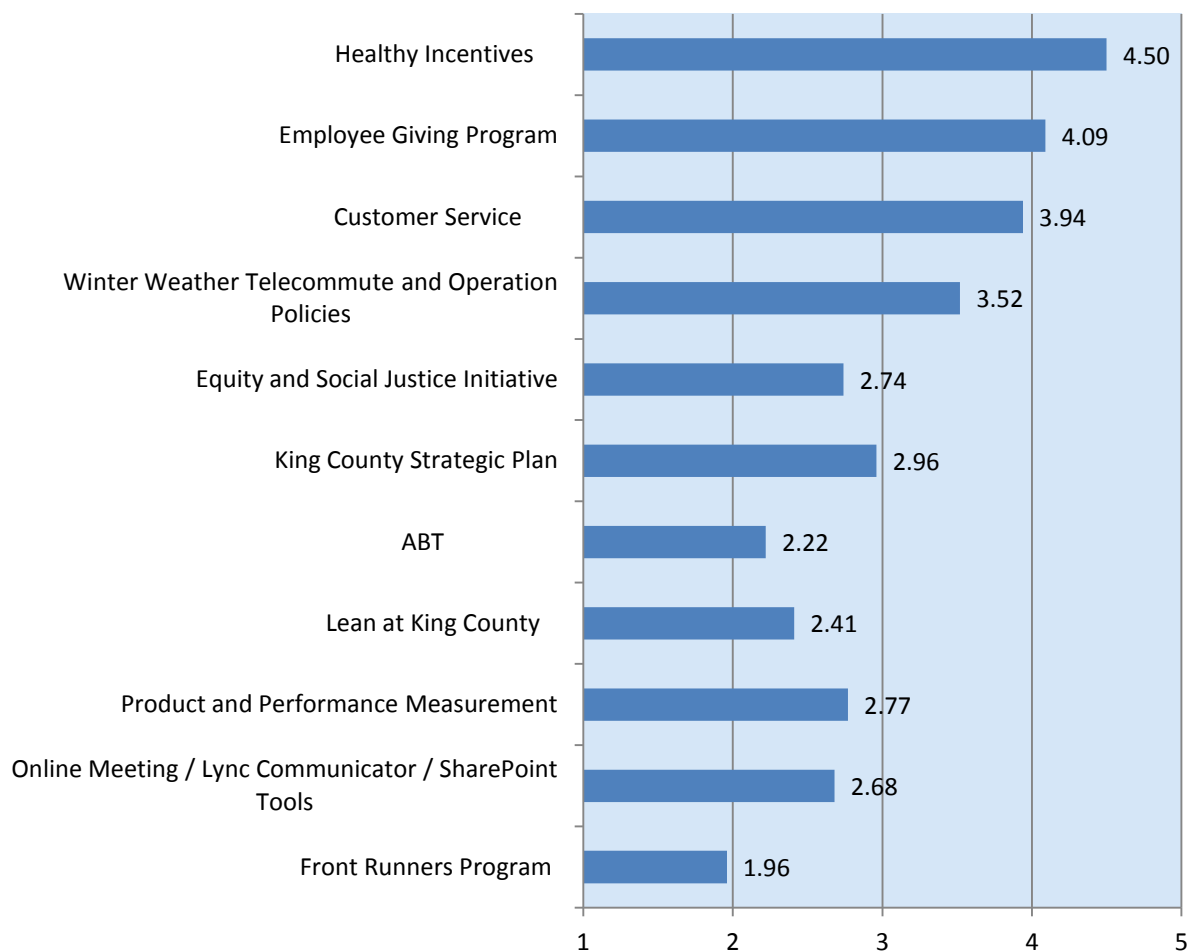
## Familiarity with King County Initiatives

Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these averages are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

Consistent with overall results, DJA employees are most familiar with the “Healthy Incentives” program and the least familiar with “Front Runners.”

### FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group



**APPENDIX:**  
**2012 King County Employee Survey**  
**(Paper Copy)**





**King County**

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as "One King County" to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government's most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,  
King County Executive

Lloyd Hara,  
King County Assessor

Sherril Huff,  
King County Elections Director

Dan Satterberg,  
King County Prosecutor

Sue Rahr,  
King County Sheriff

Larry Gossett, Chair  
King County Council District 2

Jane Hague, Vice Chair  
King County Council District 6

Bob Ferguson,  
King County Council District 1

Kathy Lambert,  
King County Council District 3

Larry Phillips,  
King County Council District 4

Julia Patterson,  
King County Council District 5

Pete von Reichbauer,  
King County Council District 7

Joe McDermott,  
King County Council District 8

Reagan Dunn,  
King County Council District 9



## 2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or  
[KCEmployeeSurvey@kingcounty.gov](mailto:KCEmployeeSurvey@kingcounty.gov)

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- |                                                                                                                                        |                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Adult & Juvenile Detention                                                                                    | <input type="checkbox"/> DNRP: Parks & Recreation                                               |
| <input type="checkbox"/> Assessments                                                                                                   | <input type="checkbox"/> DNRP: Solid Waste                                                      |
| <input type="checkbox"/> Community & Human Services                                                                                    | <input type="checkbox"/> DNRP: Wastewater Treatment                                             |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center)                               | <input type="checkbox"/> DNRP: Water & Land Resources                                           |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division)                                                            | <input type="checkbox"/> DOT: METRO Transit                                                     |
| <input type="checkbox"/> DES: FMD (Facilities Management Division)                                                                     | <input type="checkbox"/> DOT: Road Services                                                     |
| <input type="checkbox"/> DES: HRD (Human Resources Division)                                                                           | <input type="checkbox"/> DOT: Fleet Administration                                              |
| <input type="checkbox"/> DES: ORM (Office of Risk Management)                                                                          | <input type="checkbox"/> DOT: Airport                                                           |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management)                                                                     | <input type="checkbox"/> DOT: Director's Office                                                 |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services)                                                                    | <input type="checkbox"/> DOT: Marine                                                            |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections                                                              |
| <input type="checkbox"/> Development & Environmental Services                                                                          | <input type="checkbox"/> Executive Offices (including PSB)                                      |
| <input type="checkbox"/> DNRP: Director's Office                                                                                       | <input type="checkbox"/> Judicial Administration                                                |
|                                                                                                                                        | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
|                                                                                                                                        | <input type="checkbox"/> King County Information Technology                                     |
|                                                                                                                                        | <input type="checkbox"/> Prosecuting Attorney's Office                                          |
|                                                                                                                                        | <input type="checkbox"/> Public Health                                                          |
|                                                                                                                                        | <input type="checkbox"/> Sheriff's Office                                                       |

## OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

Please circle the number corresponding to your level of satisfaction.	1	2	3	4	5	N/A
	<i>I am very dissatisfied</i>	<i>I am dissatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>I am satisfied</i>	<i>I am very satisfied</i>	<i>Not sure / not relevant</i>
My job overall	1	2	3	4	5	0
The recognition I receive for doing good work	1	2	3	4	5	0
The level of challenge in my work	1	2	3	4	5	0
The supervision I receive	1	2	3	4	5	0
The resources provided to do my job	1	2	3	4	5	0

## WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Work Environment</b>						
I am proud to work at King County.	1	2	3	4	5	0
I would recommend King County as a good place to work.	1	2	3	4	5	0
In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age.	1	2	3	4	5	0
Employees in my department treat each other (coworkers) with respect.	1	2	3	4	5	0
King County programs and policies support a work/life balance.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Mission and Goals</b>						
My work contributes to the success of King County.	1	2	3	4	5	0
I am familiar with my department's mission and goals.	1	2	3	4	5	0
My department's mission and goals give direction to my work.	1	2	3	4	5	0
I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.	1	2	3	4	5	0
I understand how my performance relates to my work group's goals and objectives.	1	2	3	4	5	0
<b>Personal Development and Achievement</b>						
I have a clear understanding of my career path and how to advance at King County.	1	2	3	4	5	0
In the last year, I have had opportunities to learn and grow professionally.	1	2	3	4	5	0
King County supports training to help employees perform effectively.	1	2	3	4	5	0
I feel personally responsible for keeping my knowledge and capabilities current.	1	2	3	4	5	0
When available, I take advantage of training opportunities.	1	2	3	4	5	0
<b>Resources and Decision-Making</b>						
The volume of work I have to do often keeps me from doing high quality work.	1	2	3	4	5	0
I feel comfortable making day-to-day decisions about my work.	1	2	3	4	5	0
I have the necessary tools and resources to do my job.	1	2	3	4	5	0
My skills are well matched to my work responsibilities.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Teamwork</b>						
My work group works well with other King County groups to solve problems and achieve common goals.	1	2	3	4	5	0
The teams in which I work function effectively to achieve their objectives.	1	2	3	4	5	0
Team problems are dealt with appropriately to avoid impacts to the work we do at the County.	1	2	3	4	5	0
<b>Communication</b>						
I have a clear understanding of what is expected of me in my job.	1	2	3	4	5	0
I receive the information I need to do my job.	1	2	3	4	5	0
I feel well informed about government-related King County events and employee news.	1	2	3	4	5	0
<b>Continuous Improvement</b>						
My department is open to new ideas to improve the way we work.	1	2	3	4	5	0
My suggestions to improve my work and the work environment are recognized as valuable.	1	2	3	4	5	0
My work group uses data effectively to learn and improve.	1	2	3	4	5	0
Process improvements are successfully implemented in my work group.	1	2	3	4	5	0
Quality gets the attention it deserves in my work group.	1	2	3	4	5	0
<b>Customer Service</b>						
My work group strives to provide high quality customer service.	1	2	3	4	5	0
My work group seeks feedback/input from customers.	1	2	3	4	5	0
My work group uses customer input to improve service delivery.	1	2	3	4	5	0
My work group is responsive to the needs and expectations of customers.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Performance Management</b>						
I regularly receive feedback about my work performance from my supervisor.	1	2	3	4	5	0
The feedback I do receive helps me learn and improve.	1	2	3	4	5	0
Have you received a performance appraisal in the last 12 months?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<input type="checkbox"/> N/A	
My last performance appraisal provided me with relevant information about my performance.	1	2	3	4	5	0
Superior performance is valued in my department.	1	2	3	4	5	0

## YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My supervisor provides recognition for employees who do good work.	1	2	3	4	5	0
My supervisor communicates openly and honestly.	1	2	3	4	5	0
My supervisor encourages continuous improvement.	1	2	3	4	5	0
My supervisor provides clear direction.	1	2	3	4	5	0
My supervisor ensures I have what I need to do my job well.	1	2	3	4	5	0

## YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department's Management has a clear vision for the Department.	1	2	3	4	5	0
My Department's Management communicates the Department's mission and goals.	1	2	3	4	5	0
My Department's Management communicates openly and honestly.	1	2	3	4	5	0
My Department's Management exercises strong leadership.	1	2	3	4	5	0
My Department's Management is visible to employees as a leader.	1	2	3	4	5	0
My Department's Management is transparent in decisions affecting employees.	1	2	3	4	5	0

## INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

Option/Method	Rank (Choose ONLY Three!)
Regular Email Notifications	
King County Website Home Page	
My Department Website Home Page	
Human Resources Division Website Home Page	
King County Social Media Accounts (for example: Facebook, Twitter)	
King County Intranet	
SharePoint	
Department Newsletter (online or print)	
Printed Bulletin or Announcements	



## GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department is <b>Collaborative</b>	1	2	3	4	5	0
My Department is <b>Service-oriented</b>	1	2	3	4	5	0
My Department is <b>Results-focused</b>	1	2	3	4	5	0
My Department is <b>Accountable</b>	1	2	3	4	5	0
My Department is <b>Innovative</b>	1	2	3	4	5	0
My Department is <b>Professional</b>	1	2	3	4	5	0
My Department is <b>Fair and Just</b>	1	2	3	4	5	0

## COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

Please circle the number corresponding to your level of familiarity with each countywide effort.	1	2	3	4	5
	<i>I am not at all familiar with this effort; I do not know what this is</i>	<i>I have heard of this effort but do not know anything about it</i>	<i>I am somewhat familiar with what this effort is and what it is about</i>	<i>I am familiar with this effort and I understand what it is about</i>	<i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i>
Lean at King County	1	2	3	4	5
Equity and Social Justice Initiative	1	2	3	4	5
Healthy Incentives	1	2	3	4	5
Product and Performance Measurement	1	2	3	4	5
King County Strategic Plan	1	2	3	4	5
ABT	1	2	3	4	5
Winter Weather Telecommute and Operation Policies	1	2	3	4	5
Front Runners Program	1	2	3	4	5
Online Meeting / Lync Communicator / SharePoint Tools	1	2	3	4	5
Employee Giving Program	1	2	3	4	5
Customer Service	1	2	3	4	5

## BACKGROUND QUESTIONS

*The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.*

Is supervising employees a part of your job?

☐ Yes      ☐ No

Are you represented by a union?

☐ Yes      ☐ No

Which of the following best describes your position in King County? (*Please choose only one.*)

- |                                                                                                                                                        |                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist)                                                       |                                                                                                                                                                                              |
| <input type="checkbox"/> Transit Operator                                                                                                              | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech)   |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer)                                                            |                                                                                                                                                                                              |
| <input type="checkbox"/> Supervisor/Lead                                                                                                               |                                                                                                                                                                                              |
| <input type="checkbox"/> Mid-Level Management                                                                                                          |                                                                                                                                                                                              |
| <input type="checkbox"/> Senior/Executive Management                                                                                                   |                                                                                                                                                                                              |

What is your primary work location?

☐ Downtown Seattle      ☐ Other work location

How long have you worked for King County?

☐ Less than 1 year    ☐ 1-5 years    ☐ 6-10 years    ☐ 11-15 years    ☐ 16-20 years    ☐ More than 20 years

*Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.*

**THANK YOU FOR COMPLETING THIS SURVEY**



# **King County**

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